



STRATEGIC PLAN 2022 - 2026



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ACKNOWLEDGEMENTS

Global Action for Trans Equality (GATE) Board of Directors wishes to express our sincere thanks to trans, gender diverse, and intersex (TGDI) communities, stakeholders, GATE staff and colleagues and key partners across the world for their invaluable contributions to the development of GATE's Strategic Plan 2022-2026. Feedback from our communities, stakeholders and key partners ensured that our strategic plan took into account the needs of the communities that GATE seeks to serve and partner with. Feedback at various stages of the development of this strategic framework from GATE board members and staff was exceptionally useful to ensure that this document reflects a shared understanding of our ultimate vision as an organization.

In addition, GATE would like to express gratitude to the consultants who worked with us to ensure stakeholder engagement, provided support during the preparation of this strategic plan, and ensured that this process reflected the organization's commitment to placing our communities at the center of our work.

GATE's work would not be possible without the generous support of our funders, and we look forward to your continued support in implementing our 2022-2026 Strategy.

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Graphic design: Andreo Gustavo

Suggested citation:

GATE (2022) *GATE Strategic Plan 2022-2026*. 1st rev ed. New York: GATE.

EXECUTIVE SUMMARY

Founded in 2009 by Mauro Cabral Grinspan and Justus Einfeld, Global Action for Trans Equality (GATE) is an international advocacy and expert organization focused on gender identity, gender expression, and sex characteristics. From its inception, GATE sought to effectively respond to and transform the systematic exclusion of trans people and their issues from international decision-making processes affecting them. Core to GATE's identity has been the approach of **developing its goals and strategies in close consultation with community leaders from around the world**. Over the years, GATE expanded its scope of work to include issues of gender expression and gender identity, and expanded its structure to include gender diverse and intersex people. **Today GATE remains the only international organization focused on gender identity, gender expression, and sex characteristics.**

GATE seeks to ensure that trans, gender diverse, and intersex (TGDI) people can enjoy their human rights and achieve the highest level of health and well-being possible. We do this through **advocacy, knowledge generation, movement building, and capacity building and training**. This strategic plan, which will guide our work for the next five years, was informed by a broad consultation with **211 community members** from every region, reflecting GATE's global network. Core to our values, this process to develop our strategic priorities and goals for the coming years was informed by the insights, priorities, and concerns of our respective communities.


During its 12-year trajectory, GATE has achieved a range of impressive achievements, many working alongside our partners and allies across the globe. GATE led the international initiative on depathologization, resulting in the removal of pathologizing diagnoses for trans people in the WHO International Classification of Diseases (ICD-11) and paving the way for the introduction of depathologization within the broader human rights framework. Additionally, we organized the first global convening of trans activists, supported the creation of the International Trans Fund through advocacy, research, and engagement, and founded and coordinated the International Working Group on Trans Men and HIV.

Going forward, GATE is focusing on continuing to advocate for the human rights of trans, gender diverse, and intersex people, while also playing a pivotal role in strengthening the global trans, gender diverse, and intersex (TGDI) movements through training, capacity building, resource mobilization and political mobilization. GATE is also prioritizing its institutional strengthening to ensure that we can continue to grow and develop as the leading advocacy and expert organization advancing the rights, health, and well-being of trans, gender diverse, and intersex (TGDI) people in a sustainable way.

Our strategy will be implemented through an annual activity plan and reviewed and evaluated annually to ensure it remains relevant, responsive to, and reflective of our communities' priorities. These three areas have been identified based on our historical priorities, the current needs and capacities of, and opportunities for our movement, and our assessment of how we can best contribute in this strategic period to our overall goal.

GATE'S IDENTITY


About us:




Global Action for Trans Equality (GATE) is an international advocacy and expert organization focused on gender identity, gender expression, and sex characteristics. We work towards justice and equality for trans, gender diverse, and intersex (TGDI) communities. Rooted in our movements, we work collaboratively with strategic partners at the global level to provide access, knowledge, and resources. GATE is registered as a 501(c)(3) non-profit organization in the USA.

Our vision:

GATE envisions a world free from human rights violations based on gender identity, gender expression, and sex characteristics.




Our mission:



GATE is an international advocacy organization working towards justice and equality for trans, gender diverse, and intersex (TGDI) communities. Rooted in our movements, we work collaboratively with strategic partners at the international, regional, and national levels to ensure access to resources, knowledge, and decision-making spaces.

Our values:

GATE believes in:

- Framing our work through depathologization and decolonization
 - Promoting autonomy and self-determination
 - Supporting and strengthening community-based leadership
 - Working collaboratively and advocating collectively for human rights
 - Creating transformative, community-driven knowledge
 - Building international solidarity
- 



How we work:

Our programmatic work is guided by the following strategies:

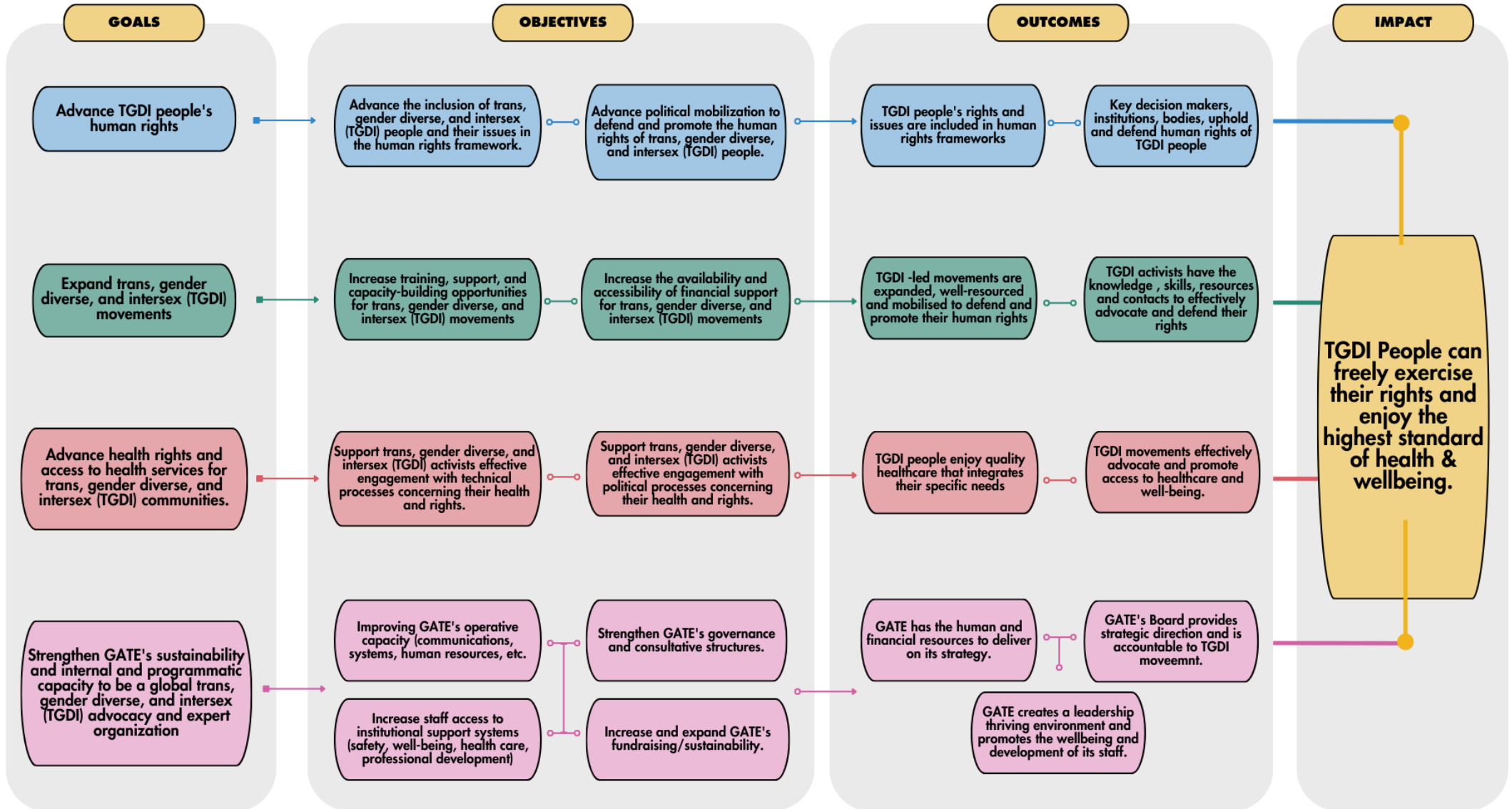
- **Advocacy, political mobilization, and campaigning**
- **Engagement with key institutions and initiatives**
- **Training and capacity building**
- **Resource Mobilization**, including financial and technical resources
- **Knowledge Production/Generation**, including data collection and analysis
- **Re-granting** to national and regional groups



Our institutional work is guided by the following structure and working methods:

- We take pride in being an **international organization** that is **led by trans, gender diverse, and intersex (TGDI) staff**.
- We work in a structure that emphasizes **collaboration, trust, and responsibility** in the pursuit of the achievement of our vision and mission.
- We recognize that our sector is under-resourced and so seek **to carefully manage our human and financial resources** in the most efficient and effective ways possible.
- We seek to attend to **organizational and individual well-being**, including learning and development.
- We understand that we work in a rapidly changing and uncertain world, and that we need **organizational agility and responsiveness**.
- As an international organization that is not membership-based, but seeks to be genuinely responsive to the needs and priorities of our communities, **we emphasize high-quality, accessible, and regular communications** through a variety of mediums.
- We regularly seek formal and informal ways to **solicit views, perspectives, and priorities from a diverse range of activists**.

THEORY OF CHANGE



THE NEXT FIVE YEARS: GOALS, STRATEGIES AND OUTCOMES

Long-term goal / Impact:

Trans, gender diverse, and intersex (TGDI) people can freely exercise their rights and enjoy the highest standard of health and well-being.

Programmatic Goals:

Advance trans, gender diverse, and intersex (TGDI) people's human rights

We seek to advance trans, gender diverse, and intersex (TGDI) people's full access to human rights by advocating within human rights frameworks at the international level alongside allies and like-minded movements.

Expand trans, gender diverse, and intersex (TGDI) movements

We seek to strengthen trans, gender diverse, and intersex (TGDI) movements by increasing their access to financial and technical resources, strengthening their institutional and political capacity, expanding their engagement with key processes, and supporting the safety, development, and well-being of their activists.

Advance health rights and access to health services for trans, gender diverse and intersex (TGDI) communities

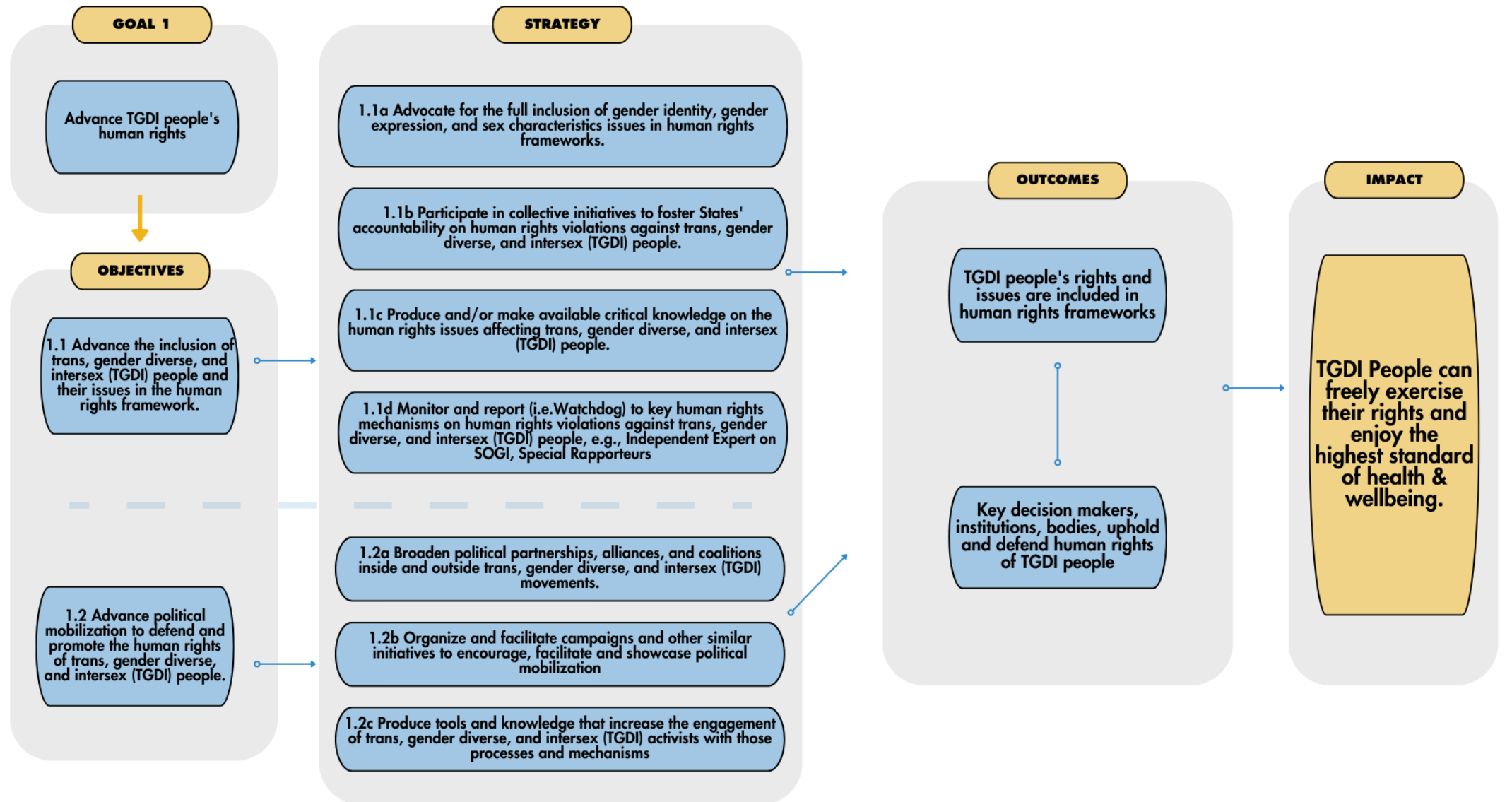
We aim to advance health rights and access to health services for trans, gender diverse and intersex (TGDI) communities through our advocacy, communications, capacity building, research and movement building work. This includes holistic and community-based health care, differentiated service delivery, gender-affirming care and comprehensive HIV and sexual health services. We strive to ensure that trans, gender diverse and intersex communities have the tools, knowledge and access to advocate for these rights and services.

Institutional Goal:

Strengthen Global Action for Trans Equality's (GATE's) sustainability and internal and programmatic capacity to be a global trans, gender diverse, and intersex (TGDI) advocacy and expert organization

We seek to consolidate GATE's leadership as an advocacy and expert organization by strengthening its structures and systems, expanding its visibility, increasing its funding, and supporting the safety, development, and well-being of all its staff and partners.

GOAL 1 - Advance trans, gender diverse, and intersex (TGDI) people's human rights



Goal 1.

Advance trans, gender diverse, and intersex (TGDI) people's human rights

Objective 1.1 **Advance the inclusion of trans, gender diverse, and intersex (TGDI) people and their issues in the human rights framework.**

Strategies:

- 1.1a Advocate for the full inclusion of gender identity, gender expression, and sex characteristics in human rights frameworks.
- 1.1b Participate in collective initiatives to foster States' accountability on human rights violations against trans, gender diverse, and intersex (TGDI) people.
- 1.1c Produce and/or make available critical knowledge on the human rights issues affecting trans, gender diverse, and intersex (TGDI) people.
- 1.1d Monitor and report to key human rights mechanisms on human rights violations against trans, gender diverse, and intersex (TGDI) people, e.g., Independent Expert on SOGI, Special Rapporteurs on Torture and Health, the Convention on the Rights of the Child and the Convention Against Torture and other Cruel, Inhuman or Degrading Treatment.

Objective 1.2 **Advance political mobilization to defend and promote the human rights of trans, gender diverse, and intersex (TGDI) people.**

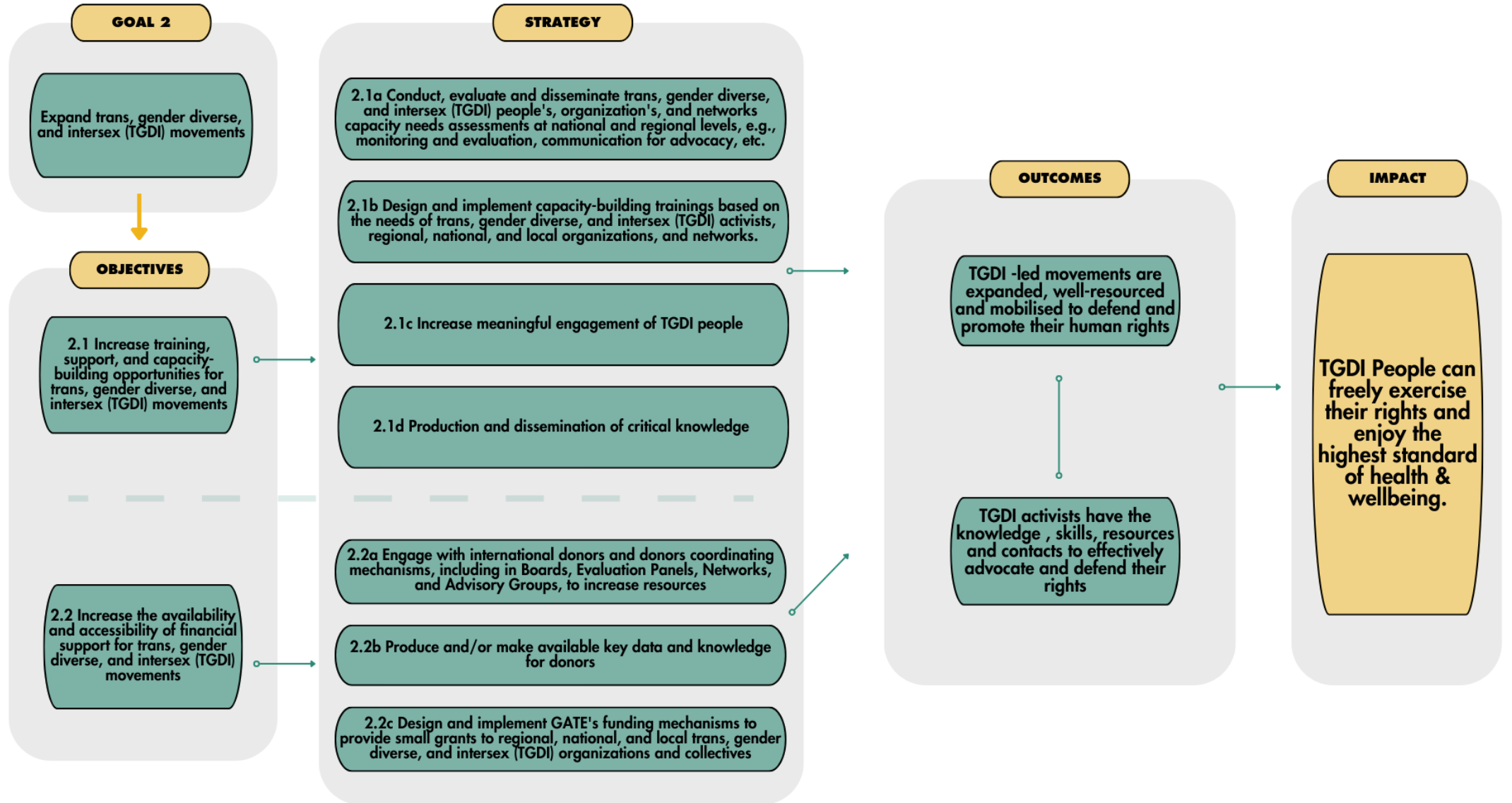
Strategies:

- 1.2a Broaden political partnerships, alliances, and coalitions inside and outside trans, gender diverse, and intersex (TGDI) movements.
- 1.2b Organize and facilitate campaigns and other similar initiatives to encourage, facilitate and showcase political mobilization.
- 1.2c Produce tools and knowledge that increase the engagement of trans, gender diverse, and intersex (TGDI) activists with those processes and mechanisms.

Expected Outcomes

By 2026, Global Action for Trans Equality (GATE) will have contributed: to strengthening the Human Rights Framework to be fully inclusive of gender identity, gender expression, and sex characteristics; to increase States' accountability on human rights violations against trans, gender diverse, and intersex (TGDI) people; to facilitating increased engagement by trans, gender diverse, and intersex (TGDI) activists and movements in key decision-making spaces; and to ensure more robust, collaborative global advocacy interventions and strategies on the part of the TGDI movement to advance their human rights.

GOAL 2 - Strengthen trans, gender diverse, and intersex (TGDI) movements



Goal 2.

Strengthen trans, gender diverse, and intersex (TGDI) movements

Objective 2.1 **Increase training, support, and capacity-building opportunities for trans, gender diverse, and intersex (TGDI) communities.**

Strategies:

- 2.1a Conduct, evaluate and disseminate trans, gender diverse, and intersex (TGDI) people's, organization's, and networks' capacity needs assessments at national and regional levels, e.g., monitoring and evaluation, communication for advocacy, etc.
- 2.1b Design and implement capacity-building offerings based on the needs of trans, gender diverse, and intersex (TGDI) activists, regional, national, and local organizations, and networks.
- 2.1c Increase the meaningful engagement of TGDI people in key decision-making spaces that have a direct impact in the lives of TGDI people.

Objective 2.2 **Increase the availability and accessibility of financial support for trans, gender diverse, and intersex (TGDI) movements.**

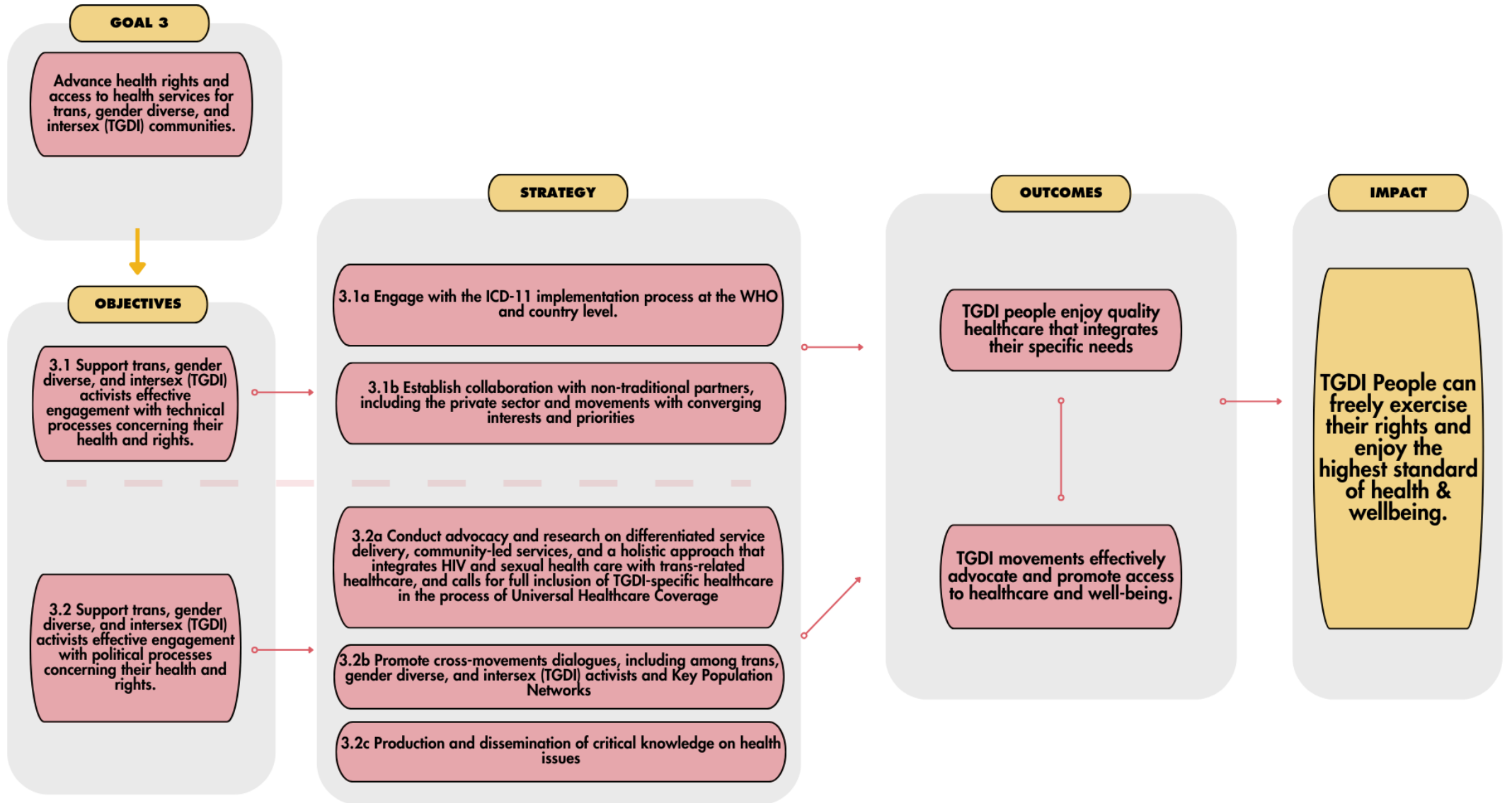
Strategies:

- 2.2a Engage with international donors and donors' coordinating mechanisms to increase resources, including in Boards, Evaluation Panels, Networks, and Advisory Groups.
- 2.2b Produce and/or make available key data and knowledge for donors.
- 2.2c Design and implement GATE's funding mechanisms to provide small grants to regional, national, and local trans, gender diverse, and intersex (TGDI) organizations and collectives.

Expected Outcomes

By 2026, Global Action for Trans Equality (GATE) will have contributed to increasing and expanding the ability of trans, gender diverse, and intersex (TGDI) activists to build and sustain their organizations, networks, and movements, while centering their safety, development, and well-being. By supporting their access to general and specific training and tools, as well as their access to increased funding opportunities, trans, gender diverse, and intersex (TGDI) movements will be able to organize and mobilize under sustainable conditions. Donors will be more informed and champion funding and support for TGDI movements, organizations, and activists.

GOAL 3 - Advance health rights and access to health services for trans, gender diverse and intersex (TGDI) communities



Goal 3.

Advance health rights and access to health services for trans, gender diverse and intersex (TGDI) communities

Objective 3.1 Support trans, gender diverse, and intersex (TGDI) activists effective engagement with technical processes concerning their health and rights..

Strategies:

- 3.1a Engage with the ICD-11 implementation process at the WHO and country level.
- 3.1b Establish collaboration with non-traditional partners, including the private sector and movements with converging interests and priorities.

Objective 3.2 Support trans, gender diverse, and intersex (TGDI) activists effective engagement with political processes concerning their health and rights.

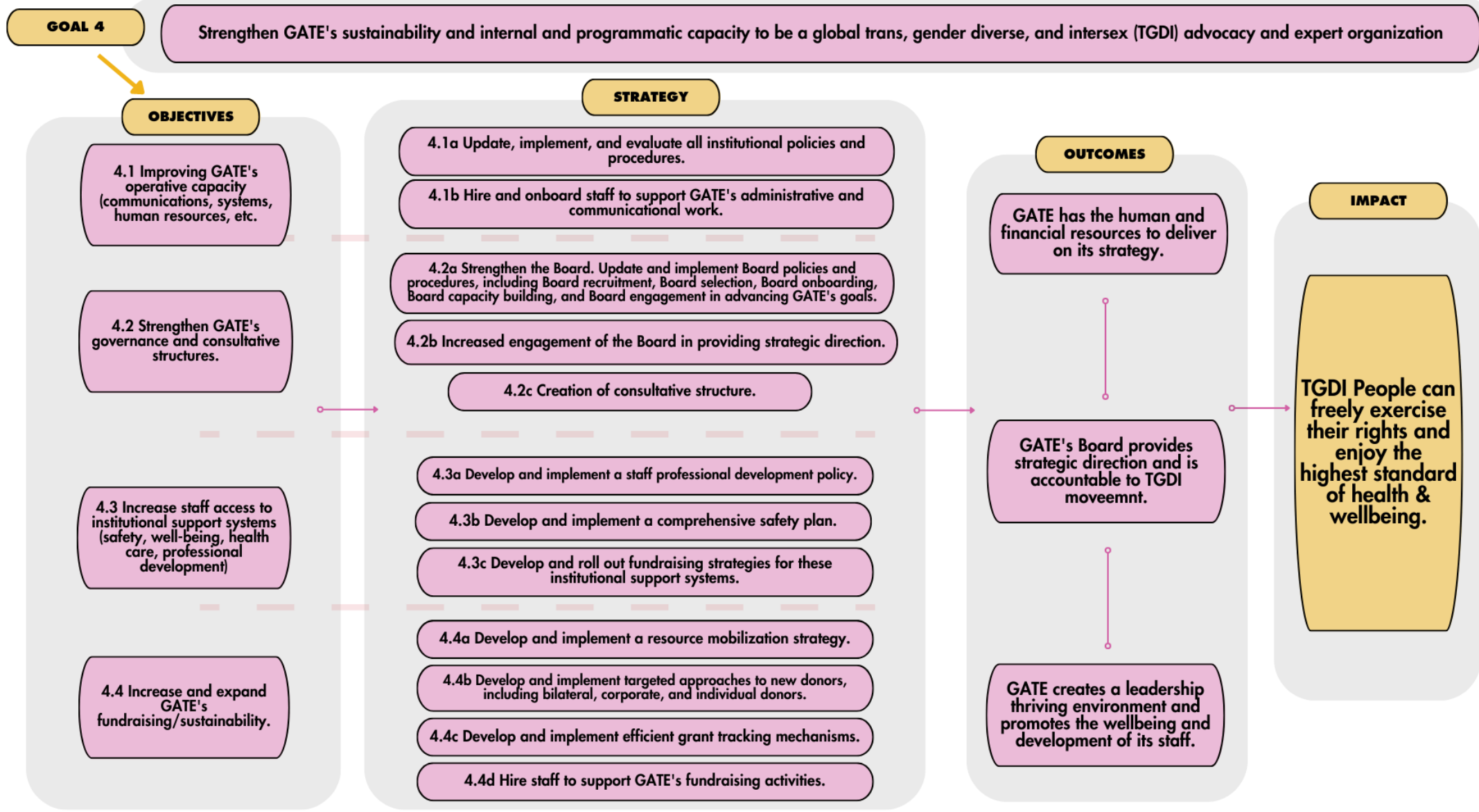
Strategies:

- 3.2a Conduct advocacy and research that calls for differentiated service delivery, community-led services, and a holistic approach that integrates HIV and sexual health care with trans-related healthcare, and calls for full inclusion of TGDI-specific healthcare in the process of Universal Healthcare Coverage
- 3.2b Promote cross-movements dialogues, including among trans, gender diverse, and intersex (TGDI) activists and Key Population Networks
- 3.2c Production and dissemination of critical knowledge on health issues.

Expected Outcomes

Global Action for Trans Equality (GATE) will have contributed to increasing and expanding the ability of trans, gender diverse, and intersex (TGDI) activists to advance their health rights and access health services including differentiated service delivery and a holistic approach to sexual health. TGDI activists and movements will have enhanced capacity to engage in technical and political processes to advance these rights.

GOAL 4 - Strengthen Global Action for Trans Equality's (GATE's) sustainability and internal and programmatic capacity to be a global trans, gender diverse, and intersex (TGDI) advocacy and expert organization



Goal 4.

Strengthen Global Action for Trans Equality's (GATE's) sustainability and internal and programmatic capacity to be a global trans, gender diverse, and intersex (TGDI) advocacy and expert organization

Objective 4.1 Improve GATE's operative capacity (communications, systems, human resources, etc.).

Strategies:

- 4.1a Update, implement, and evaluate all institutional policies and procedures.
- 4.1b Hire and onboard staff to support GATE's administrative and communicational work.

Objective 4.2 Strengthen GATE's governance and consultative structures.

Strategies:

- 4.2a Strengthen the Board. Update and implement Board policies and procedures, including Board recruitment, Board selection, Board onboarding, Board capacity building, and Board engagement in advancing GATE's goals.
- 4.2b Increased engagement of the Board in providing strategic direction.
- 4.2c Creation of consultative structure.

Objective 4.3 Increase staff's access to institutional support systems (safety, well-being, professional development).

Strategies:

- 4.3a Develop and implement a staff professional development policy.
- 4.3b Develop and implement a comprehensive safety plan.
- 4.3c Develop and roll out fundraising strategies for these institutional support systems.

Objective 4.4 Increase and expand GATE's fundraising and sustainability.

Strategies:

- 4.4a Develop and implement a resource mobilization strategy.
- 4.4b Develop and implement targeted approaches to new donors, including bilateral, corporate, and individual donors.
- 4.4c Develop and implement efficient grant tracking mechanisms.
- 4.4d Hire staff to support GATE's fundraising activities.

Expected Outcomes

By 2026, Global Action for Trans Equality (GATE): will have completed its leadership transition and hired a new Executive Director; be staffed sufficiently to efficiently and sustainably fulfill its mission; staff will have access to adequate support and resources (development, well-being, etc.); will have implemented a comprehensive fundraising strategy (targeting bilateral, private, multilateral, corporate and individual donors); will have a fully functioning governance structure, including with a committed Board; will have expanded and strengthened its communications plan and visibility, including the capacity to coordinate and facilitate campaigning and training platforms; will have a fully functional re-granting program; will have increased its operating budget by at least 75%; will have a robust and consistent MEL framework, and be a globally recognized leader and reference organization on trans, gender diverse, and intersex (TGDI) issues.

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EVALUATION, MONITORING AND LEARNING

- The strategy will be implemented through an annual activity plan and budget, and reviewed and updated to ensure it remains relevant, responsive, ambitious, and agenda-setting.
- Dashboards and M&E systems, project based.
- Evaluation: mid-term and final.

APPENDIX 1

Short-term= up to 1.5 years

Mid-term = up to 2.5 years

Long-term= up to 5 years

Indicators for Goal 1:

Short-term

- Number of reports and/or submissions produced by GATE, disaggregated by issue (e.g., HIV, trans and gender diverse, intersex).
- Number of reports and/or submissions produced by GATE, disaggregated by issue (e.g., HIV, trans and gender diverse, intersex).
- 60% of positive evaluations on knowledge produced by GATE.
- Number of tools to increase the engagement of trans, gender diverse, and intersex (TGDI) activists/number of times tools are accessed.

Mid-term

- Number of GATE reports quoted by UN mechanisms, disaggregated by mechanism and issue.
- Number and quality of references to gender identity, gender expression, and sex characteristics in human rights frameworks.
- 70% of positive evaluations on knowledge produced by GATE.
- Number and quality of GATE's engagement with international mechanisms and processes, disaggregated by issue.
- Number of GATE publications, disaggregated by issue.
- Number of alliances and coalitions among trans, gender diverse, and intersex (TGDI) movements, as well as with adjacent movements (sexual and reproductive rights, people living with HIV, LGBTQI movements, etc.).

Long-term

- Number of initiatives led or joined by GATE, disaggregated by issue and positive/neutral/negative outcome.
- 85% of positive evaluations on knowledge produced by GATE.
- Number and quality of acknowledgments of trans, gender diverse, and intersex (TGDI) people as key populations (or similar language).
- Number of GATE publications quoted in key processes and mechanisms.
- 50% increase in the political mobilization of trans, gender diverse, and intersex (TGDI) communities in key political advocacy spaces and throughout international processes and mechanisms.
- Number of times that agreements and frameworks explicitly reference trans, gender diverse, and intersex (TGDI) issues.
- Number of supportive allies/champions from country delegations/agencies.



Indicators for Goal 2:

Short-term

- Number of activists engaged in training and capacity-building activities, disaggregated by movements and issues.
- Number and quality of materials and training produced and provided in various languages.
- Number of tools developed and accessed.
- Number of trainings developed and accessed.
- Increase and use of platforms.

Mid-term

- 70% increase of knowledge and capacity as measured in pre and post-test evaluations.
- Change from baseline assessment on capacity building.
- Number of partnerships/Number of events and collaborations conducted in partnership.
- Number of south-south exchanges and learning spaces.
- Number of visits/access of platforms and knowledge resources.
- Number of platforms and knowledge resources produced/accessed.

Long-term

- Number of donors or a percentage increase of donors supporting activists' safety, development, and well-being.
- Number of collaborations with non-traditional partners.
- Number of re-grants.

Indicators for Goal 3:

Short-term

- Number of reports and/or submissions produced by GATE, disaggregated by issue (e.g., HIV, trans and gender diverse, intersex).
- 60% of positive evaluations on knowledge produced by GATE.
- Number of tools to increase the engagement of trans, gender diverse, and intersex (TGDI) activists/number of times tools are accessed.
- Number of activists participating in technical processes, including ICD-11 implementation.

Mid-term

- Number of non-traditional partners including private sector and adjacent movements.
- 70% of positive evaluations on knowledge produced by GATE.
- Number and quality of GATE's engagement with international mechanisms and processes, disaggregated by issue.
- Number of GATE publications, disaggregated by issue.

Long-term

- Number of initiatives led or joined by GATE, disaggregated by issue and positive/neutral/negative outcome.
- 85% of positive evaluations on knowledge produced by GATE.
- Number and quality of acknowledgments of trans, gender diverse, and intersex (TGDI) people as key populations (or similar language).
- Number of GATE publications quoted in key processes and mechanisms.
- 50% increase in the political mobilization of trans, gender diverse, and intersex (TGDI) communities in key health advocacy spaces and throughout international processes and mechanisms.
- Number of times that agreements and frameworks explicitly reference trans, gender diverse, and intersex (TGDI) issues.
- Number of supportive allies/champions from country delegations/agencies.
- Publication of WHO GAC guidelines.

Indicators for Goal 4:

Short-term

- Administrative and other systems in place/followed.
- GATE has a fully operative Board.
- GATE has completed its leadership transition.
- GATE conducts annual staff and board performance appraisals.
- Resource mobilization strategy developed and implemented.
- Hired staff to support GATE's fundraising activities.

Mid-term

- GATE expands its staff (vs. consultancies)/Number of staff members.
- Board members increase engagement in the organization's strategic direction.
- Staff Development Policy developed and utilized.
- Well-Being Policy developed and utilized.
- A virtual platform created and active to support GATE's advocating, campaigning, and mobilizing activities.
- Grant tracking mechanisms developed and implemented.

Long-term

- GATE has strengthened alliances and partnerships from a range of sectors, movements, academic institutions, think tanks, etc.



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